Background and Previous Council Direction

Background

Following the 2015 Ethics Audit (AC2015-0560), The City refreshed our Administration Code of Conduct to align it with best practices. The refreshed Code, launched on calgary.ca in 2017 March, applies to all employees including permanent, temporary, on-call and seasonal employees.

The City of Calgary continues to recognize that having an Administration Code of Conduct (Code), founded on our values, is key to our success. A strong Code benefits everyone. It fosters a safe, healthy and ethical workplace, protects our collective reputation and strengthens our commitment to making Calgary a great place to make a living and a great place to make a life. Administration's Code of Conduct is separate from Council's Code of Conduct.

The Code is values-based, allowing employees to engage the corporate values as a framework for decision-making, rather than listing a complex set of detailed rules. The Code has been organized into four behaviour-based themes to support and reduce the complexity of the nine underlying policies, as outlined in Figure 1.

Figure 1

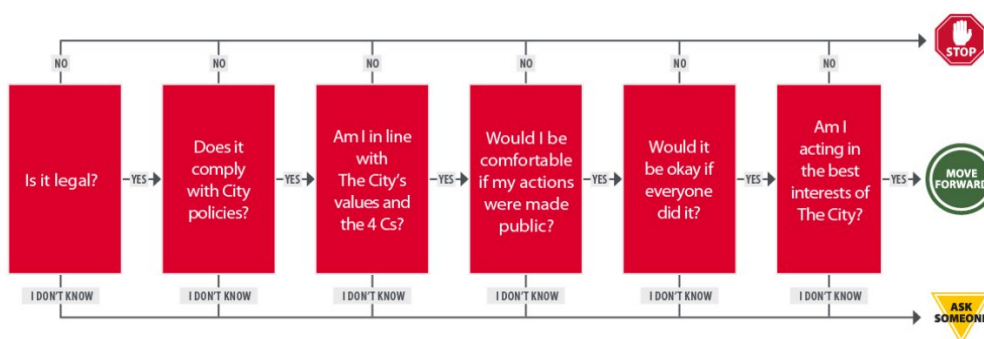| A safe and healthy workplace	Respect in our workplace	Proper use of City resources	Putting Calgary first
Occupational Health and Safety Policy Workplace Violence Prevention Policy Substance Use Policy	Respectful Workplace Policy Acceptable Use of City Technology Resources Policy Social Media, Media Relations, and Public Statements Policy Workplace Violence Prevention Policy	Acceptable Use of Technology Resources Policy Conflict of Interest Policy Environmental Policy Freedom of Information and Protection of Privacy Act	Conflict of Interest Policy Environmental Policy Social Media, Media Relations and Public Statements Policy Freedom of Information and Protection of Privacy Act

Since 2018 June, employees have completed mandatory Code training at regular intervals, and new employees are encouraged to complete training within 90 days of starting at The City. Leaders also complete the mandatory Code of Conduct for Leaders course, which was introduced in 2020 to ensure they understand their role in supporting the Code. Code training was updated in 2022, with a refreshed course launched in 2023 January.

The City continues to offer Code training primarily through eLearning, with a smaller group of employees being taken through the same learning in a classroom setting. Updates to the program will be made in 2024, and all employees will be required to renew their Code training in 2025.

These courses promote ethical decision making by applying the Code of Conduct Decision Tool seen in Figure 2. This Decision Tool remains pivotal in Administration's efforts to educate employees to think through various situations, rather than memorize the 'right' thing to do in every situation, for every Code of Conduct policy.

Figure 2

Ask yourself: (decision flowchart: Is it legal? → Does it comply with City policies? → Am I in line with The City's values and the 4 Cs? → Would I be comfortable if my actions were made public? → Would it be okay if everyone did it? → Am I acting in the best interests of The City? with NO/YES/I DON'T KNOW paths leading to STOP, MOVE FORWARD, or ASK SOMEONE)

Work on a Speaking Up project began in 2022 Q1 to better understand and address the barriers employees may perceive when speaking up to express ideas, ask questions or challenge concerning behaviours. This work follows a commitment (AC2020-0250) to understand and address employees' fear of retaliation when reporting Code related issues', as identified through the Corporate Employee Survey results. The first phase of the project, a Speaking Up survey was completed in the fall of 2023. Key results are included in Attachment 3.

Previous Council Direction

DATE	REPORT NUMBER	DIRECTION/DESCRIPTION
2022 September 16	AC2022-0903	Code of Conduct Annual Report That the Audit Committee direct Administration to bring future Code of Conduct annual updates as a briefing, unless a decision is required.
2023 March 8	AC2023-0112	Administration Code of Conduct Annual Update (Briefing)
2023 June 15	AC2023-0537	Code of Conduct Program Audit Recommendation 4.1 (b) The Audit Committee requested that Administration consider delivering annual Code of Conduct program updates to Audit Committee as reports rather than briefings.

Bylaws, Regulations, Council Policies

Audit Committee Bylaw 33M2020
Audit Committee's mandate includes assisting Council in fulfilling its oversight and stewardship responsibilities by gaining and maintaining reasonable assurance in relation to effective governance, risk management and compliance, including the evaluation of the performance of control systems and processes (Section 4(1)(ii)).